

EAST CENTRAL MENTAL HEALTH CENTER

STRATEGIC PLAN

FY 23 - 24

I. AGENCY OVERVIEW

East Central Mental Health Center is a public non-profit corporation formed in 1974 under the State of Alabama, Legislative Act 310. East Central is a comprehensive community mental health center providing mental health, intellectual disability, and substance abuse services to the citizens of Bullock, Macon and Pike Counties. The center is organized by services division (see attached organizational chart) with Master's Level/RN program directors. East Central is currently staffed with thirty-one (31) Master's Level employees serving in the following capacities throughout all three divisions of Mental Illness (MI), Developmental Disabilities (DD) and Substance Abuse (SA): three (3) MS program directors; three (3) program coordinators; .fifty (.50) rehab day clinicians; five .seventy-five (5.75) as the Master's level clinicians assigned to In-Home teams; four (4) SBMH clinicians; one (1) Juvenile Court Liaison; three (3) at .twenty five .25 Probate Court Liaison; one (1) assigned to Magnolia Contracted Group Homes; one (1) at .seventy-five (.75) Mobile Crisis clinician; eleven .twenty-five (11.25) full-time outpatient clinicians with one (1) being an Intake clinician; and one (1) clinician being assigned to SARHA. There are currently nineteen (19) Bachelor's Level staff positions in the following areas: .fifty (.50) BS DD program supervisor; two .fifty (2.50) DD Care Coordinators; the BS level Community Service Workers are assigned as follows: three (3) to Child and Adolescent In-Home programs; three (3) to an Adult In-Home program; two (2) to a residential facility; two (2) Mobile Crisis case managers; and five (5) as out-patient community service workers for MI and one (1) SA case manager/community outreach community service worker. There are also three (3) Bachelor level staff; one (1) as a High Intensity Care Coordinator, one (1) as a Therapeutic Mentor and one (1) as a Youth Parent Peer along with one (1) Youth Peer for the Early Periodic Screening, Diagnosis and Treatment (EPSDT) program. In addition, East Central contracts with one (1) psychiatrist and employs one (1) full-time Certified Registered Nurse Practitioner, two (2) part-time Certified Registered Nurse Practitioner's, three (3) full-time Registered Nurse's with one being the Nursing Supervisor and one the Crisis Unit nurse coordinator, and one (1) part-time Registered Nurse, ten (10) full-time Licensed Practical Nurses, one (1) part-time Licensed Practical Nurses. There are also three (3) Rehab Day aides; eighteen (18) full-time residential aides; two (2) part-time residential aides and two (2) residential secretaries/aide. East Central also provides day treatment programs for MI clients, and eight (8) residential facilities for MI adults. One (1) is a center operated crisis unit, another one (1) is a center operated

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Therapeutic Group Home, six of the residential facilities are contracted for MI residents. These contractors employ approximately 95 staff.

The remaining 19 members of the East Central Mental Health staff are one (1) general maintenance worker, five .fifty (5.50) outpatient secretaries; one (1) group home office manager; one (1) community outreach coordinator with ten .fifty (10.50) as business office staff and/or administrative.

I. CURRENT STATUS

The mental health center provided services in FY 16 to 2,861 clients, during FY 17 to 2,773 clients, during FY 18 to 2,975 clients, during FY 19 to 3,103 clients, during FY 20 to 2,907 clients and 2,881 clients during FY 21. During FY 21 the following services were provided: adult outpatient services; child and adolescent outpatient services; adult, child and adolescent, and DD case management; adult In-Home services; child and adolescent In-Home services; adult Rehabilitation Day programs; substance abuse intensive outpatient services; mental illness/substance abuse dual-diagnosis in Bullock County and Macon County; emergency services; adult residential care to include: foster home, therapeutic group home, behavioral residential services and a crisis residential facility; consultation and education services; housing; Juvenile Court and Probate Court liaison; Mobile Crisis Teams services in Pike, Bullock and Macon; ESPDT Child and Adolescent program in Pike County; School Based Mental Health Programs in Pike, Bullock and Macon Counties and, testing services in conjunction with the Department of Youth Services.

The center currently operates with an annual budget of \$ 9,997,617.00. Funds for this budget are derived from a variety of services including State, Federal, private pay, private insurance, local governments, United Way, contracts with local agencies and grants.

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II. ASSESSMENT OF STAKEHOLDERS:

This plan was developed by the East Central Mental Health Center Board of Directors during the March 2021 Board Meeting in conjunction with the Leadership Team of East Central Mental Health. The Leadership Team provided information gained from a variety of sources involving mentally ill consumer's, intellectually disabled consumers, family members, probate judges, payers and community leaders. This information was gathered from family and consumer satisfaction surveys, community meetings, probate judge meetings, consumer and family meetings, complaint procedures, payor inquires and general feedback from the community at large. The greatest area of unmet need as identified is housing for clients in Pike, Bullock and Macon Counties and the provision of Intensive Outpatient Substance Abuse services in Bullock and Macon Counties.

III. MISSION:

The Mission of East Central Mental Health Center is to provide quality mental health, developmental disabilities and substance abuse services within the limits of available resources to citizens of Alabama with emphasis on the citizens of Bullock, Macon and Pike Counties, and assure that these services are provided with respect for the individual dignity and privacy in the least restrictive environment necessary to promote recovery.

IV. VISION

East Central Mental Health Center's vision is that quality mental health, developmental disability, and substance abuse services will promote the health and general welfare of the people of Alabama.

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V. VALUE AND PHILOSOPHY:

East Central is committed to providing services that will promote consumer, family and provider positive relationships. To establish priorities for services to be provided with primary emphasis on the seriously mentally ill (SMI) adults and seriously emotionally disturbed (SED) children and adolescents, substance abusers and the adult developmental disabled population, with an emphasis and commitment to protect individual's rights. Agency philosophy reflects the organization's provision and availability of services through positive approaches that are dignified and respectful and demonstrate the achievement of outcomes unique to each individual. East Central has a Performance Improvement program (PI) that monitors and evaluates all programs through the PI process. Through the PI process the Board of Directors receives input on services provided and consumer input concerning services and the organization. To this end East Central's primary goal is to provide quality services in an effective, efficient and economical manner. East Central's Performance Improvement Plan monitors and evaluates the following outcome and quality measures:

- A. **GOAL I:** To continue to maintain financial stability of the center.
- B. **GOAL II:** To continue to strengthen staff competence.
- C. **GOAL III:** To continue to improve access to care.
- D. **GOAL IV:** To continue to provide a user friendly and effective treatment environment.
- E. **GOAL V:** To continue to provide treatment services that meet applicable standards, third party requirements, contract requirements and internal quality indicators.

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- F. **GOAL VI:** To continue the process of the enhancing of an Electronic Health Record.
- G. **GOAL VII:** To continue the process of sustaining the System of Care for children and adolescents.
- H. **GOAL VIII:** To continue the use of psychiatric services provided through Telemedicine/Telehealth.
- I. **GOAL IX:** To continue to implement and monitor the CQL process.
- J. **GOAL X:** To operate a 16 Bed Crisis Unit.
- K. **GOAL XI:** To operate a 15 Bed Therapeutic Group Home.
- L. **GOAL XII:** To continue to prepare for Medicaid Manage Care and value based reimbursement.
- M. **GOAL XIII:** To participate in the process to become a CCBHC.

The Leadership Team collects and analyzes data related to the above stated goals. This data analysis is reviewed to effect change for effective and efficient center operation.

The Strategic Plan is reviewed by all stakeholders on an annual basis for needed revisions. The Board of Directors reviews, revises and approves the Strategic Plan annually at its March meeting. The annual operating budget is presented to the Board of Directors in September for approval. After finalization of sources of all revenue a final budget is prepared and presented to the Board for approval in January.

VII. COMMUNICATIONS:

The Strategic Plan is available for review by each staff member of East Central Mental Health and is discussed in general staff meeting after Board approval.